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Attachment VII

Results of Questionnaire on the Project

1. An expensive training program of this kind can be justified only if it leads to increased effectiveness and efficiency. But this sort of change is very hard to identify. A really meaningful evaluation of the project would be able to measure production before and after, and show that any shift was in fact the result of the training. No method of making a quantitative measure of change in productivity within the Office of Finance was worked out for this project.
2. In order to get some indication of changes which might have taken place, the Management Training Faculty (MTF) drew up a list of 71 questions which were sent to all participants who were still in the Office of Finance eight months after the conclusion of the project. Most of these questions asked the participant to indicate whether he felt there had been a significant change in attitudes or behavior on the job. In the interest of complete frankness, the answers were sent directly to MTF, unsigned. Sixty-two replies were received.
3. The questionnaire is included in this report in the attachment immediately following, to show the areas in which positive changes might reasonably have been expected as a result of Phases I and II. The following pages give a tabulation (in percentages of replies received) of the definitely positive and negative responses. The responses "no significant change," "not observed," etc. are not included in this summary, but a complete tabulation is available upon request.

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4. Perceived Change in One's Own Behavior

| <u>Question</u>   | <u>Percentage</u> |                 |
|---|-------------------|-----------------|
|   | <u>Increase</u>   | <u>Decrease</u> |
| Number of meetings you hold with your subordinates as a group                               | 34                | 0               |
| How much you delegate to your subordinates  | 50                | 0               |
| Your understanding of other people and their behavior                                       | 74                | 0               |
| Times you have asked your subordinates to help you problem-solve                            | 61                | 0               |
|   | <u>Better</u>     | <u>Worse</u>    |
| Your attitude toward the people you work with regularly                                     | 61                | 0               |
| Your understanding of what your job is  | 32                | 0               |
| Your ability to communicate with your subordinates  | 47                | 0               |
| Your ability to communicate with your boss  | 50                | 2               |
| Your understanding of the problems of the unit you boss                                     | 47                | 2               |
|   | <u>Yes</u>        | <u>No</u>       |
| Has there been any real change in the way you see yourself?                                 | 63                | 10              |
| Was the personal feedback valuable to you?  | 61                | 13              |
| Has there been any permanent change in your feelings toward the people you work with daily? | 37                | 35              |

5. Perceived Changes in Boss' Behavior

|   | <u>Percentage</u> |                 |
|---|-------------------|-----------------|
|   | <u>Increase</u>   | <u>Decrease</u> |
| Number of meetings called by your boss                                    | 39                | 6               |
| How much your boss delegates to you                                       | 39                | 3               |
| Times your boss has asked you to participate in problem solving           | 48                | 5               |
|   | <u>Better</u>     | <u>Worse</u>    |
| Quality of decisions made by your boss                                    | 38                | 0               |
| The way your boss manages   | 37                | 2               |
|   | <u>Yes</u>        | <u>No</u>       |
| Has there been any permanent change in the managerial style of your boss? | 19                | 29              |

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6. Perceived Changes in Office of Finance and Sub-Units

| <u>Question</u>   | <u>Percentage</u> |                 |
|---|-------------------|-----------------|
|   | <u>Increase</u>   | <u>Decrease</u> |
| Over-all effectiveness of the Office of Finance   | 29                | 3               |
| Over-all effectiveness of the unit your boss is the chief of  | 43                | 3               |
| Over-all effectiveness of the unit you supervise  | 42                | 0               |
| Amount of work turned out by your subordinates  | 35                | 0               |
| Number of meetings attended by you  | 42                | 6               |
| Office grapevine  | 15                | 5               |
|   | <u>Better</u>     | <u>Worse</u>    |
| The coordination of activities within the Office of Finance   | 29                | 5               |
| The way fitness reports are handled in the Office of Finance  | 10                | 2               |
| Morale within the Office of Finance as a whole  | 27                | 8               |
| Morale within the unit you are a member of  | 37                | 2               |
| The work relationships between line and staff personnel   | 35                | 2               |
| Teamwork between units at the same level  | 60                | 2               |
| The effectiveness of the staff meetings you attend  | 26                | 10              |
| Your work relationship with your boss   | 48                | 6               |
| Your work relationships with others at your level   | 61                | 0               |
| Work relationships among the people you supervise   | 52                | 2               |
| The quality of the communication coming from above  | 30                | 5               |
| Communication between your work group and other work groups   | 53                | 2               |
|   | <u>Yes</u>        | <u>No</u>       |
| Are your boss and his subordinates now working better as a team?  | 47                | 10              |
| Are you and your subordinates now working better as a team?   | 48                | 2               |
| In Phase II, did the team led by your boss identify any serious barriers or blocks to full effectiveness? | 56                | 21              |
| Did this team identify specific goals to reach for improvement?   | 81                | 3               |
| If so, has the team made significant progress toward reaching these goals?                                | 26                | 23              |
| Is the team currently following some systematic plan for improvement in the way it functions?             | 15                | 39              |

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7. Perceived Change in the Behavior of Others

| <u>Question</u>   | <u>Percentage</u> |                 |
|---|-------------------|-----------------|
|   | <u>Increase</u>   | <u>Decrease</u> |
| Willingness of people you deal with to confront issues          | 40                | 6               |
| Willingness of people to listen to minority views               | 44                | 5               |
| Openness and trust among people you work with                   | 42                | 7               |
| Amount of "win-lose" behavior you encounter                     | 3                 | 26              |
| "Personality clashes"   | 6                 | 26              |
| Amount of resistance to change                                  | 10                | 29              |
| Commitment of people generally to their work                    | 41                | 3               |
| Interplay of ideas  | 60                | 2               |
| Openness and trust among people you work with                   | 42                | 7               |
| Ability of people to reach a consensus                          | 47                | 2               |
| Creativity of your subordinates--finding better ways to do jobs | 47                | 0               |
|   | <u>Better</u>     | <u>Worse</u>    |
| The way conflict is handled generally                           | 24                | 3               |
| The behavior of "difficult" people on the job                   | 18                | 2               |

8. Attitudes toward Grid Training

|   | <u>Yes</u> | <u>No</u> |
|---|------------|-----------|
| Did this training help solve any serious personnel problems?  | 15         | 45        |
| Did this training create any serious personnel problems?  | 0          | 63        |
| Has the training led to the solution of any major production problem?                                 | 18         | 40        |
| Did the Grid lead to any major change in work procedures in the unit you supervise?                   | 19         | 31        |
| Did it lead to any important policy changes in your unit?   | 8          | 52        |
| Would you like to know more about the Managerial Grid?  | 56         | 16        |
| Are people in general now trying to apply Grid learning on-the-job?                                   | 41         | 21        |
| Would you recommend Phases I and II for another office?   | 73         | 11        |
| Would you recommend that the Office of Finance move into Phases III and IV?                           | 39         | 26        |
| Would you recommend that future projects of this type be done on weekends?                            | 13         | 73        |
| In general, do you think that this project was worth the effort?                                      | 74         | 16        |
| Do you expect the benefit, if any, to the Office of Finance will be a lasting one?                    | 44         | 26        |
| In general, do you believe that the changes you have noticed were mainly caused by the Grid training? | 42         | 24        |
| Do you fully accept Grid theory and philosophy?   | 62         | 8         |

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9. Respondents were also asked to score each Phase as to its effectiveness as a training program, using a 10-point scale with 10 as the highest rating and 1 as the lowest.

The median score for Phase I was 8.  
The median score for Phase II was 5.

Using the same scale, respondents also scored both Phases as to how well they applied to the individual's own managerial or supervisory situation.

The median score for Phase I was 5.  
The median score for Phase II was 5.

The replies showed a considerable spread. About 25% graded both aspects of Phase II as 3 or less.

10. Seven officers (of varied GS rank) had a completely negative feeling about the Project. Their questionnaires did not have a single positive response, except for one individual whose solitary positive answer indicated that he fully accepted Grid theory and philosophy! It is possible that these officers are all in the same unit.
11. It should be noted that absence of change on some of the questions is not necessarily bad, as it is quite possible that the situation was a very good one before the Project, and that whole units were previously functioning at high efficiency and significant shifts therefore not to be expected.

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